



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-8

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CJCSI 3460.01

14 January 2002

COMBAT SUPPORT AGENCY REVIEW TEAM ASSESSMENTS

Reference: Title 10, United States Code, Section 193

1. Purpose. This instruction provides guidance on the process (Enclosure A) and responsibilities (Enclosure B) for the conduct of biennial Combat Support Agency Review Team (CSART) assessments.
2. Cancellation. None
3. Applicability. This instruction applies to those organizations that participate in CSART assessments, such as the Joint Staff, Services, unified commands, Office of Secretary Defense (OSD), Combat Support Agencies (CSAs), and other joint activities.
4. Policy. The CSART assessment is a constructive and collaborative process designed to optimize the combat support effectiveness of each CSA. The success of the CSART process is measured by the degree to which it can facilitate the introduction of its recommendations to positively influence key requirements, programmatic, and budgetary processes, such as the Joint Requirements Oversight Council (JROC) and Planning, Programming, and Budgeting System (PPBS). This instruction outlines the means by which subject matter experts and elements of the chain-of-command are assembled to collectively focus on improving the agency's contribution to warfighting capabilities. Further, this instruction sets forth the procedures necessary to enable the Chairman of the Joint Chiefs of Staff (CJCS) to fulfill the responsibilities under title 10, United States Code, section 193c (reference) to:
 - a. Submit reports to the Secretary of Defense (SecDef) on CSAs (not less often than every 2 years) that include a determination of the responsiveness and readiness of each such agency to support operating forces in the event of war or threat to national security.

b. Review the plans of each such agency with respect to its support of operating forces in case of war or threat to national security.

c. Make any recommendations the Chairman considers appropriate.

5. Relationship. Each CSA is responsible to the Joint Chiefs of Staff (JCS) for combat support and other operational activities as well as requirements associated with the joint planning process. For these purposes, the CJCS is authorized to communicate directly with the director of each CSA, and may task each director, to the extent coordinated with the cognizant OSD Principal Staff Assistant.

6. Definitions. See Glossary.

7. Responsibilities. See Enclosure B.

8. Summary of Changes. None.

9. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--<http://www.dtic.mil/doctrine>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

10. Effective Date. This instruction is effective upon receipt.



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Lieutenant General, USA
Director, Joint Staff

Enclosures:

- A -- Combat Support Agency Review Team Process
- B -- Combat Support Agency Review Team Responsibilities
- GL -- Glossary

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ENCLOSURE A

COMBAT SUPPORT AGENCY REVIEW TEAM PROCESS

1. Purpose. This enclosure describes the CSA review process established for assisting the CJCS in fulfilling the responsibilities under title 10, United States Code, section 193 (reference).
2. Introduction. The CSART is the primary means to review the responsiveness and readiness of the CSA to the mission support requirements of the unified commands and their components. The information below provides an overview of the management procedures and assessment process required to assess CSA's readiness and responsiveness to support the unified commands.
3. Annual Assessment Plan. This is the management plan for determining the annual requirements for CSA assessments. It provides the Deputy Director for Joint Warfare Capability Assessment (DDJWCA) a forum to address management issues related to the CSART process, and to review planned and ongoing assessments. This plan becomes the document for initiating and guiding the execution of each assessment and identifies the resources required to perform CSA assessments scheduled for each specific year. The Annual Assessment Plan includes the following key components:
 - a. Decision Briefing. The decision briefing to DDJWCA is the means used to present the plan. The brief includes the timeframe, team composition, schedules, and resources, including contractor support, required for each assessment.
 - b. Annual CSART Announcement to OSD, CINCs, Services, and Joint Staff Directorates. This memorandum provides an overview of CSART assessments scheduled for a specific year.
4. CSART Assessment Process Summary. The CSART assessment is a dynamic process. Each assessment is comprised of six phases: (1) Preparatory Actions and Progress Review from Previous Assessment; (2) Assessment Design; (3) Data Collection; (4) Data Analysis and Synthesis; (5) Report Coordination and Dissemination; and (6) Postassessment Actions.
 - a. Phase 1: Preparatory Actions and Progress Review From Previous Assessment. The primary purpose of Phase 1 is to review the status of recommendations provided in the previous CSART assessment to determine if the underlying issues have been resolved and require further

review in the upcoming assessment. Before beginning the progress review, it is imperative to prepare and finalize a Joint Staff Action Package (JSAP) for each CSA assessment. This package consists of the following three documents:

(1) Defense Agency Notification Memorandum. Each CSA to be assessed will receive an initial notification memorandum requesting the Defense agency to:

(a) Assess and brief the CSART concerning the progress made on recommendations from the previous assessment.

(b) Identify a CSA POC for the upcoming assessment.

(c) Identify a date for the team leader of CSART to brief the CSA director on the concept plan for the upcoming assessment.

(d) Identify a date for the agency to brief CSART members on its combat support missions and functions.

(2) Unified Command Notification Memorandum. Following the issuance of the annual CSA schedule announcement, this memorandum:

(a) Requests the name and telephone number for a command POC.

(b) Solicits an initial CINC overview (command's response concerning the type, level, and degree of satisfaction with support from the identified CSA). The initial CINC overview identifies command equities, determines progress made since the last assessment, and helps define the parameters of the upcoming assessment.

(c) Announces the CINC questionnaire as one of the essential components of the assessment designed for the unified commands to assess how well the designated CSA sustains the warfighter.

(3) OSD, Joint Staff directorate, and Service Notification Memorandum. This memorandum is forwarded to the cognizant OSD organization (i.e., AT&L or C3I, as appropriate), each Joint Staff directorate, and Service Operations Deputies (OpsDepts). This memorandum:

(a) Solicits subject matter experts to serve as members of the CSART. CSART members should be familiar with the agency's missions,

processes, and functions, and, ideally, in the grade of O-5/GS-14 or above.

(b) Requests an assessment regarding the progress made on recommendations from the previous assessment.

b. Phase 2: Assessment Design. This is the initial and comprehensive research phase intended to identify key areas of the agency's combat support mission that will be assessed, and design the assessment accordingly. These essential areas are based on common and agency-specific processes and functional areas identified through applicable DOD directives, Chairman of the Joint Chiefs of Staff Instructions (CJCSIs), Joint Operations Planning and Execution System (JOPES) plans, and the respective agency's support plans. In order to identify the assessment areas, the CSART will review initial CINC inputs on agency support, progress reports from the previous assessment, Joint Monthly Readiness Reviews (JMRR), and other external evaluations of the agency. Additionally during this phase, the CSART will initialize the development of the CINC questionnaire for distribution among selected unified command personnel during Phase 3.

c. Phase 3: Data Collection. In this phase, the CINC questionnaire development is completed and data is collected on the readiness and responsiveness of the agency via:

(1) Brief to the CSA director.

(2) CSA information briefs.

(3) Analysis of the CINC questionnaire responses prepared by key unified command personnel.

(4) Individual interviews and discussion group sessions with key unified command personnel. Based on the data collection requirements and the nature of the agency's support to each unified command, the CSART will visit the unified commands to conduct interviews and facilitate a group discussion. The CSART traveling team is normally composed of a military and a senior civilian representative from the Joint Staff Directorate for Force Structure, Resources and Assessment, J-8, Support Agency, Reform and Assessment Division (J-8 SARAD), contractor support, Joint Staff directorate subject matter expert(s), and an agency representative. These visits will normally take not more than 1 day.

(5) Other studies, assessments, and CSA's operational data.

d. Phase 4: Data Analysis and Synthesis. This phase is comprised of analysis and synthesis of the data and information collected in earlier phases. It results in the overall assessment of CSA readiness and responsiveness. The assessment is arrived by the identification of data trends, specific issues, key findings, and the development of recommendations. This phase culminates with a draft of the final report.

e. Phase 5: Report Coordination and Dissemination. After the assessment report is written, it is coordinated with OSD, the cognizant CSA, Services, Joint Staff directorates, and the unified commands for planner (O-6 level or above) coordination. During this phase:

(1) Assessment results are briefed to the CSA director, OSD PSA for that particular agency, and functional related JS director(s).

(2) The final report is forwarded to the CJCS, who in turn forwards it to the SecDef for signature and implementation.

f. Phase 6: Postassessment Implementation. This phase consists of:

(1) Coordinating any additional briefings, such as to the Joint Requirements Board (JRB), OpsDeps, etc.

(2) Preparation of any tasking memorandums.

(3) Archiving of assessment documents.

(4) Initiation of any specified studies necessitated by assessment findings.

(5) Development of appropriate plans of action.

ENCLOSURE B

COMBAT SUPPORT AGENCY REVIEW TEAM RESPONSIBILITIES

1. Purpose. This enclosure outlines the main responsibilities of the CSART process. These responsibilities are tailored to each CSA.

2. Introduction. The CSART is an integrated product team (IPT) comprised of J-8, SARAD, unified command POC, Defense agency representatives, Joint Staff directorate representatives, and Service representatives.

3. Joint Staff, J-8

a. The DDJWCA has overall responsibility for the conduct of each CSART assessment and acts as the team leader for each assessment. As such, DDJWCA is the flag or general officer POC for CSART-related issues. If DDJWCA is not available, Vice Director, Joint Staff, J-8, VDJ-8, will attend the in-brief and out-brief to the CSA director. DDJWCA will:

(1) Approve the CSART annual assessment plan and ensure the availability of sufficient resources to execute that plan.

(2) Participate in the in-brief to the CSA director at the outset of each CSART assessment.

(3) Participate in the CSA information briefs to the CSART.

(4) Participate in the out-brief to the agency director at the conclusion of the CSART assessment.

(5) Review the final report before routing to the CJCS for signature.

(6) Facilitate CSART briefings to the JRB at the conclusion of each assessment.

(7) Facilitate semiannual CSART briefings to the OpsDepts.

b. SARAD is responsible for the planning, preparation, scheduling, conduct, and analysis of each CSA and for the management, administration, and coordination functions necessary to ensure that the process outlined in Enclosure A is thoroughly and efficiently executed.

Detailed SARAD responsibilities are contained in its internal organization manual. Generally, SARAD will:

- (1) Develop and brief the CSART annual assessment plan to DDJWCA and/or VDJ8 for approval.
- (2) Prepare all correspondence necessary to notify cognizant organizations and assemble a team capable of executing CSART Phases 1 through 6 as described in paragraph 4 of Enclosure A.
- (3) Solicit initial input from unified commands on the type, level, and degree of satisfaction with the support from the CSA.
- (4) Prepare and deliver the in-brief to the CSA director at the outset of each CSART assessment.
- (5) Define the requirements of, coordinate scheduling of, and participate in the CSA information briefs to the CSART.
- (6) Prepare, disseminate, collect, and analyze detailed questionnaires for completion by unified command personnel who are familiar with different aspects of agency support.
- (7) Assemble a traveling team to visit selected unified commands for the purpose of conducting in-depth interviews and group discussions on various aspects of agency support.
- (8) Analyze and synthesize all collected data and information, draft the CSART assessment report, and route the draft to assessment participants for coordination.
- (9) Prepare the out-brief to the CSA director at the conclusion of the CSART assessment.
- (10) Review the final report before routing to the CJCS for signature.

4. Office of the Secretary of Defense. SARAD will engage the cognizant OSD organization (i.e., AT&L or C3I, as appropriate) at the outset of each CSART to obtain essential background information, an assessment of progress since the last CSART assessment, and current perspective on the agency's mission and direction. Additionally, the cognizant OSD organization will be offered a brief of the assessment objectives and requested to provide a subject matter expert to serve on the CSART. OSD will also coordinate on the final assessment report.

5. Unified Command POC. Each unified command POC performs a pivotal role in ensuring the success of the CSART. The unified command POC is assigned by the Chief of Staff to serve for the duration of the CSART assessment. Unified command input and participation throughout the assessment is essential to:

a. Facilitate the completion of the initial CINC overview (command's response to CSART's request for information on the designated Defense agency support to the warfighter). The initial overview provides a strategic view of agency support and helps frame the parameters of the assessment as well as identifies pertinent issues warranting further review.

b. Facilitate distribution, completion, and return of individual member questionnaires. The questionnaire is designed to collect data, develop issues for discussion in case of a subsequent CSART visit to the command, and provide a benchmark of the effectiveness and responsiveness of agency support. Questionnaire distribution should include senior staff members in key positions within each functional area served by the agency being evaluated. Senior officer involvement is critical to ensure a strategic view of agency support.

c. Develop and coordinate the schedule for the CSART visit to the unified command and facilitate access to appropriate staff members. The command POC coordinates the interviews with the DCINC, the J-code flag officers, and the key staff officers in the command, and forming the discussion group.

d. The unified command POC will staff the report within their command to ensure that the CSART has correctly captured all relevant issues, and provide final coordination at the O-6 planner level or higher.

6. Defense Agency Representative. The Defense agency representative is assigned by the CSA Director as the single point of contact to serve for the duration of the CSART assessment. He/she should provide subject matter expertise, agency's perspective, and clarification on concepts specific to the agency. Specific responsibilities include:

a. Familiarity with the CSART process described in Enclosure A.

b. Upon notification of the upcoming CSART assessment, coordinate the preparation of 1- to 2-page information papers that report the agency's progress on implementing recommendations from the previous CSART assessment and return to J-8, SARAD.

c. Schedule J-8, SARAD's, initial agency assessment plan brief to the CSA director.

d. Schedule and coordinate the preparation and presentation of 1 to 3 days of agency information briefs designed to: (1) provide a progress report on the status of implementing recommendations from the previous CSART assessment; and, (2) educate the CSART on the agency's combat support mission.

e. Attend CSART briefings.

f. Travel to designated unified commands to collect data.

g. Serve as a conduit to essential agency personnel to provide background information and subject matter expertise.

h. Provide input to J-8, SARAD, regarding data analysis, synthesis, and drafting of the final report.

i. Serve as the liaison between the CSART and the CSA's senior leadership. The CSA representative will keep their senior leadership informed of the activities, issues, and potential findings as they emerge.

7. Joint Staff Directorate Representatives. Representatives from each Joint Staff directorate are identified to serve as a steering and coordinating group. Joint Staff representatives are assigned by their director to serve for the duration of the CSART assessment. Generally, they will help identify and validate CINC equities, assist in the data gathering process, keep their directorate informed on pertinent issues, review the draft report, and assist in the final coordination process. Specific responsibilities include:

a. Familiarity with the CSART process described in Enclosure A.

b. Attend agency information briefs described in subparagraph 6d of this enclosure.

c. Attend CSART IPR and provide directorate perspective on the agency's combat support mission. Assist in defining the parameters and focus of the assessment.

d. Serve as a conduit to essential directorate personnel to provide background information and subject matter expertise.

e. Serve as the liaison between the CSART and the directorate. The Joint Staff representative will keep their senior leadership informed of the activities, issues, and potential findings as they emerge.

f. Travel to designated unified commands to collect data, as tasked. A Joint Staff designated subject matter expert (from the J-code having the greatest interaction with the particular agency assessed) is identified as a principal advisor to the team.

g. Review the draft assessment report and provide comments or recommended changes.

h. Assist in obtaining directorate coordination on the final report.

i. Brief directorate senior leadership, if requested, after the report is signed by CJCS.

8. Service Representatives. Representatives from each Service are assigned by their respective OpsDeps, via the Service planners, to serve for the duration of the CSART assessment. They identify and validate Service equities, assist in the data gathering process, keep their Service informed on pertinent issues, review the draft report, and assist in the final coordination process. Specific responsibilities include:

a. Familiarity with the CSART process described in Enclosure A.

b. Attend CSA information briefs described in subparagraph 6d of this enclosure.

c. Attend CSART IPR and provide Service perspective on the agency's combat support mission. Assist in defining the parameters and focus of the assessment.

d. Serve as a conduit to essential Service personnel to provide background information and subject matter expertise.

e. Serve as the liaison between the CSART and the Service. Service representatives will keep their senior leadership informed of the activities, issues, and potential findings as they emerge.

f. Review the draft assessment report and provide comments or recommended changes.

g. Assist in obtaining Service coordination on the final report.

h. Brief Service senior leadership, as requested, after the report is signed by the Chairman.

GLOSSARY

PART I -- ABBREVIATIONS AND ACRONYMS

| | |
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| AT&L | Acquisition, Technology, and Logistics (OSD) |
| C3I | command, control, communications, and intelligence |
| CINC | commander in chief |
| CJCS | Chairman of the Joint Chiefs of Staff |
| CJCSI | CJCS Instruction |
| CSA | Combat Support Agency |
| CSART | Combat Support Agency Review Team |
| DCINC | deputy commander in chief |
| DCMA | Defense Contract Management Agency |
| DDJWCA | Deputy Director for Joint Warfighting Capability Assessments |
| DJ8 | Director, Joint Staff, J-8 |
| DJS | Director, Joint Chiefs of Staff |
| DLA | Defense Logistics Agency |
| DOD | Department of Defense |
| IPR | In-Progress Review |
| IPT | integrated product team |
| JCS | Joint Chiefs of Staff |
| JMRR | Joint Monthly Readiness Review |
| JOPEs | Joint Operations Planning and Execution System |
| JRB | Joint Requirements Board |
| JROC | Joint Requirements Oversight Council |
| JSAP | Joint Staff Action Package |
| JSCP | Joint Strategic Capabilities Plan |
| OpsDepts | Service Operations Deputies |
| OSD | Office of the Secretary of Defense |
| POC | point of contact |
| PPBS | Planning, Programming, and Budgeting System |
| SARAD | Support Agency Reform and Assessment Division |
| SecDef | Secretary of Defense |
| VDJ8 | Vice Director, Joint Staff, J-8 |

PART II -- DEFINITIONS

Combat Support Agency. Under title 10, United States Code, section 193c (reference), a CSA is defined as the Defense Contract Management Agency (DCMA); the Defense Intelligence Agency (DIA); the Defense Information Systems Agency (DISA); the Defense Logistics Agency (DLA); the Defense Threat Reduction Agency (DTRA); the National Imagery and Mapping Agency (NIMA); the National Security Agency/Central Security Service (NSA/CSS); and any other agency subsequently designated as such by the Secretary of Defense.

Combat Support Agency Review Team. The CSART is a multifunctional IPT. The CSART is assembled and led by the J-8, SARAD. The CSART conducts the assessment and prepares the report on behalf of the Chairman.

CSART assessment. The CSART assessment is a dynamic process. Each assessment is comprised of six phases: (1) preparatory actions and progress review from previous assessment; (2) assessment design; (3) data collection; (4) data analysis and synthesis; (5) report coordination and dissemination; and (6) postassessment actions.

organizations. Entities, which are participants in the CSART process or responsible for implementing CSART report recommendations, include the Joint Staff, Services, unified commands, the OSD, CSAs, and other joint activities.